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4-2633

22 June 1953

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Project Administrative Planning

1. Since January 1953, for all practical purposes, this staff has been engaged in preparing and coordinating Administrative Plans for projects pursuant to Paragraph 9.4 of the Confidential Funds Regulations. Prior to that time similar activity had been engaged in by the Secretariat Unit of the Administrative Staff (Special) serving the Covert Coordination Committee. For more than two years we have been gaining experience in the proper handling of this function. The following views are submitted in the light of such experience and are submitted particularly with the view toward speeding up the process without a concomitant loss in the effectiveness of the end product.

2. One of the principal evils in the planning process as it exists today is that it represents in the mind of the operating case officer still another hurdle before he may successfully get his project under way. While our experience demonstrates that proper planning for Agency covert activities benefits the operation of the project, from an administrative and control viewpoint, if these benefits could be obtained without the delay attendant upon their procurement, we would find readier acceptance of the function. In order to accomplish this purpose and primarily for this reason alone, it is suggested that the Project Administrative Planning Staff be decentralized to provide for a planning officer attached to the staff of each division. So located the planning officer would be able to prepare the Administrative Plan at the time when the project outline is being prepared and developed. Since these functions are related and mutually interdependent, there would appear to be no significant reason why this could not be appropriately accomplished. A further advantage to this technique is that since the project outline is required to undergo numerous approvals, the approval of the draft Administrative Plan could be procured at the same time without, in effect, loss of time attendant upon a double review.

3. To obtain maximum advantage of this method, however, it is necessary that there be a central point for coordination of all Plans, lest the experience gained in doing the work for one division

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be lost upon the planning officer of other divisions. It is therefore suggested that an officer be set up to function as in effect does the current senior offices of the Project Administrative Planning Staff between the Deputy Director (Plans) and the Deputy Director (Administration) to coordinate such plans and to communicate such policy changes and decisions therein to all planning officers.

4. The planning officers so situated should properly continue on the T/O of the Deputy Director (Administration), rendering a service to the operating offices of the Deputy Director (Plans). This is, in effect, a continuation of the theory under which the function is now operating. It is also believed that each planning officer, working closely with one division, may be better able to appreciate the unique problems involved in that division's area and may thereby be assisted in the performance of his duties.

5. It is recognized that this technique has been considered on numerous previous occasions, and its suggestion at this time is not based upon any dissatisfaction on the part of the writer in the method and manner of the functioning of this activity. It is suggested, however, in an attempt to gain from this activity the utmost benefit to be derived consistent with proper performance of the function.

6. For present purposes, in order to test the effectiveness of this method, it is proposed initially to decentralize one or two planning officers to certain divisions in an attempt to test the feasibility of this approach. When we have compared the results in effectiveness and content of the two methods of operation, we shall be better able to make a definitive judgment as to which method is in the long run better suited to the performance of the function.

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Acting Chief

Project Administrative Planning Staff, DD/A

CONCUR:

Chief of Administration, DD/P

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